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OTE 86- 1017

April
25 ~~1985~~ 1986

MEMORANDUM FOR: Executive Officer to the DDA

FROM:

Director of Training and Education

SUBJECT: Examples of Excellence in Performance in
OTE in the Past Six Months

REFERENCE: Your Memo to DA Office Directors (DDA 86-0657)
dated 3 April 1986, Subject: Excellence Update

The past six months have been particularly productive ones for the Office of Training and Education. With little effort, we identified six examples of both group and individual efforts which exemplify excellence. We will be glad to provide any additional details which might be helpful. The attached narratives have been taken largely from the narratives which have accompanied nominations for both individual and Unit awards. Incidentally, on 28 April, the Personal Security Branch, cited in the attachments, is receiving a Meritorious Unit Citation in the DCI Conference Room.

Attachments

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FROM ATTACHMENTS

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TRAINING BROCHURE

In June 1985, the Office of Training and Education (OTE) was called upon by the Deputy Director for Administration to support the DCI's efforts to enhance the Agency's recruitment effort. Since one of the benefits accruing the Agency employees is the opportunity to participate in training to stimulate personal and intellectual growth, it was held that a brochure describing available training would positively impact on the Agency's availability to attract high-quality employees.

STAT [] was originally tasked with developing a training brochure under external contract. He advised that the estimated costs of \$30,000 were excessive and that he was
STAT prepared to write and develop the brochure. [] pulled together a Task Force of his OTE colleagues. Under his direction the group worked diligently to develop the language, select photographs, and struggle with the appropriate concept behind the training brochure. A prototype of the brochure submitted to senior Agency managers by the first of September 1985 even in its early stages began to receive praise for its creativity and innovation. The brochure has recently been printed in 20,000 copies and is of the highest quality, showing not only innovation and creativity, but also brilliance in design and impact. This brochure will be made available to all Agency recruiters who will in turn provide copies to Agency applicants and university placement officers. The Office of Personnel has advised that they believe this brochure will contribute significantly in their efforts to attract new employees..

STAT [] for his initiative, dedication, and perseverance, has been recommended for a \$500 cash award for his individual efforts in achieving this objective, but it was also a product of an office-wide effort.

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DO Training Needs Study

In the fall of 1985, the Office of Training and Education (OTE) began an assessment of DO training needs so that we might be more responsive to its requirements for training. The purpose of this assessment was twofold: 1) to identify the skills, knowledge, and abilities necessary to perform DO jobs; and 2) to identify those areas in which training can make a contribution.

This high-priority activity was part of OTE's effort to identify consumer needs and develop training to specifically meet those needs.

The results of this DO training needs assessment to date have been to create a framework based on data to examine the match between job requirements and our curriculum.

The questionnaire used to assess the training needs was sent to approximately 3,000 DO personnel both at Headquarters and in the field. The questionnaire asked opinions on over 200 job/training characteristics.

This extremely large task involved addressing and mailing out questionnaires, collecting and numbering responses, inputting data into a SAS file on VM, and preparing a report on the findings.

25X1 Since there was only one person, [] assigned to handle the administrative processing of this mountain of data, a call was made to persons within OTE who would volunteer to work on this project. The work involved inputting the responses to 200 questions for each of 1,500 DO respondents. This monumental task was performed by a small corps of MT careerists who exemplify the excellence for which we in training have been striving. These people showed a willing, dedicated "can do" attitude. Their efficient, timely attention to this extra duty was carried out between their assigned duties, during lunch, and at other moments they could "sandwich in."

25X1 The individuals, who gave so willingly of their time to produce a timely report, have each been nominated for individual cash awards. [] who was responsible for the administration of the study, data analysis, and final report, has been nominated for an exceptional achievement award of \$500.

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Development of the Seminar on Intelligence Successes and Failures

Mr. Davis's outstanding direction and leadership of the Seminar of Intelligence Successes and Failures deserve special recognition. A former DI division chief and NIO, Mr. Davis, came to OTE in October 1983 to establish and conduct the Seminar at the request originally of the DCI. Because no course of this type had been presented before, Mr. Davis began from scratch, relying upon his many years of experience which had endowed him with remarkably penetrating and profound insights into the analytic process, especially the challenge of identifying and understanding the needs and unique analytic perspectives of top-level consumers of the DI product.

The Seminar, now in its ninth running, has achieved a superb reputation. In July 1984, the DCI commended Mr. Davis for the Seminar's positive contribution to producing quality intelligence for the policymaker. In November 1985, the DDI wrote, "There is little in which the Directorate has been involved during the nearly four years I have been DDI that has been so consistently praised...From an institutional standpoint (the Seminar) may be the single, most important undertaking aimed at systematically improving the quality of intelligence and presenting the ways to do that in a compact, coherent, and consistent package." Students have continued to laud the course for the clarity, power, and enlightenment of its message, which they report has greatly influenced their approach to analysis.

Through the Seminar, Mr. Davis has brought to bear an extraordinary combination of strengths to which its success can be directly attributed: broad personal experience in intelligence; an impressive grasp of both Agency history and the academic literature on analysis; unusual powers to conceptualize issues; a talent for course design; and leadership and teaching abilities that command the respect of students at all grade levels.

In recognition of Mr. Davis's achievement, we have recommended him for an Exceptional Accomplishment Award in the amount of \$2,500.

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